Contents

List of contributors viii
Foreword by Miguel Angel Gallo xix
Acknowledgements xx

Introduction: the business of researching family enterprises 1
Panikkos Zata Poutziouris, Kosmas X. Smyrnios and Sabine B. Klein

PART I  FRONTIERS OF A FAMILY BUSINESS

1 Navigating the family business education maze 11
   Frank Hoy and Pramodita Sharma

2 An overview of the field of family business studies: current status and
directions for the future 25
   Pramodita Sharma

3 Family businesses’ contribution to the US economy: a closer look 56
   Joseph H. Astrachan and Melissa Carey Shanker

PART II  THEORIZING FAMILY BUSINESSES AND
          BUSINESS FAMILIES

4 A unified systems perspective of family firm performance 67
   Timothy G. Habbershon, Mary Williams and Ian C. MacMillan

5 The family’s dynamic role within family business entrepreneurship 80
   Ramona K.Z. Heck, Sharon M. Danes, Margaret A. Fitzgerald,
   George W. Haynes, Cynthia R. Jasper, Holly L. Schrank,
   Kathryn Stafford and Mary Winter

6 Critical leader relationships in family firms 106
   Nigel Nicholson and Åsa Björnberg

7 Business family as a team: underlying force for sustained
   competitive advantage 125
   Lorraine M. Uhlaner

8 Internal factors of family business performance: an integrated
   theoretical model 145
   Alberto Gimeno Sandig, Gaston J. Labadie, Willem Saris
   and Xavier Mendoza Mayordomo

PART III  FAMILY BUSINESS RESEARCH: METRICS AND
          METHODOLOGIES

9 The F-PEC scale of family influence: a proposal for solving the
   family business definition problem 167
   Joseph H. Astrachan, Sabine B. Klein and Kosmas X. Smyrnios
10 Identification of different types of private family firms
Paul Westhead and Carole Howorth
196
11 From vision to variables: a scorecard to continue the professionalization
of a family firm
Ken Moores and Justin Craig
12 Working with families in business: a content validity study of the
Aspen Family Business Inventory
Sandra L. Moncrief-Stuart, Joe Paul and Justin Craig

PART IV FAMILY BUSINESS THEMES IN FOCUS
13 Founder–successor’s transition: a model of coherent value
transmission paths
Ercilia García-Álvarez and Jordi López-Sintas
237
14 Understanding strategizing in the family business context
Annika Hall, Leif Melin and Mattias Nordqvist
253
15 The professionalization of family firms: theory and practice
Lucrezia Songini
269
16 Formulating, implementing and maintaining family protocols
Miguel Angel Gallo and Salvatore Tomaselli
298
17 Generic models for family business boards of directors
Joseph H. Astrachan, Andrew Keyt, Suzanne Lane and Kristi McMillan
317
18 Effective knowledge transfer in family firms
Rosa Nelly Trevinyo-Rodriguez and Josep Tàpies
343
19 Feuding families: the management of conflict in family firms
Franz W. Kellermanns and Kimberly A. Eddleston
358

PART V FAMILY BUSINESS SUCCESSION
20 Lost in time: intergenerational succession, change and failure in
family business
Danny Miller, Lloyd Steier and Isabelle Le Breton-Miller
371
21 Towards a business family dynasty: a lifelong, continuing process
Johan Lambrecht and Rik Donckels
388
22 Using the strategic planning process as a next-generation training tool in
family business
Pietro Mazzola, Gaia Marchisio and Joseph H. Astrachan
402
23 An integrated framework for testing the success of the family business
succession process according to gender specificity
Vassilios D. Pyromalis, George S. Vozikis, Theodoros
A. Kalkanteras, Michaela E. Rogdaki and George P. Sigalas
422

PART VI FAMILY BUSINESS PERFORMANCE: GLOBAL AND
TRANS-CULTURAL ISSUES
24 Internationalization of family businesses through strategic alliances:
an exploratory study
Kristin Cappuyns
445
PART VII FAMILIY BUSINESS FINANCE

29 Family firms and financial behavior: how family shareholder preferences influence firms’ financing 537
   Myriam Lyagoubi

30 The structure and performance of the UK family business PLC economy 552
   Panikkos Zata Poutziouris

31 Ownership structure and firm performance: evidence from Spanish family firms 575
   Susana Menéndez-Requejo

32 Family ownership, corporate governance and firm value: evidence from the Spanish market 593
   María Sacristán Navarro and Silvia Gómez Ansón

Epilogue: theory building and the survival of family firms – three promising research directions 614
   Shaker A. Zahra, Sabine B. Klein and Joseph H. Astrachan

Index 619